



# MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) FOR 2026-2029

PROGRAMME BASED  
BUDGET ESTIMATES FOR 2026

PUBLIC SERVICES COMMISSION



# ***PUBLIC SERVICES COMMISSION***

The PSC MTEF PBB for 2026 is also available on the internet at: [www.mofep.gov.gh](http://www.mofep.gov.gh)

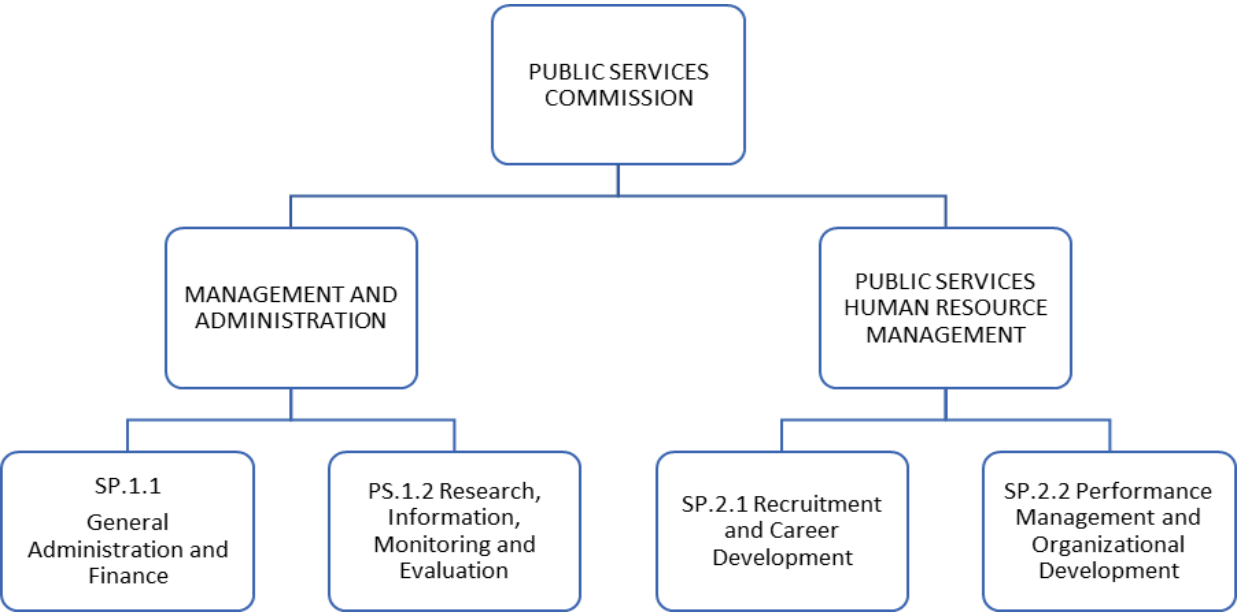
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**PROGRAMME STRUCTURE – PUBLIC SERVICES COMMISSION**





## 1.5. Appropriation Bill

Summary of Expenditure by Sub-Programme, Economic Item and Funding

Entity: 006 - Public Services Commission  
Year: FY26 | Currency: Ghana Cedi (GHS)  
Version 1

	GoG				IGF				Funds / Others			Donors			Grand Total
	Compensation of employees	Goods and Services	31 - Non financial assets	Total	Compensation of employees	Goods and Services	31 - Non financial assets	Total	Statutory	ABFA	Others	Goods and Services	31 - Non financial assets	Total	
00601 - Management and Administration	16,457,734	4,365,150	6,000,000	26,822,884											26,822,884
00601001 - General Administration and Finance	16,457,734	3,565,170	6,000,000	26,022,904											26,022,904
00601002 - Research, Information, Monitoring and Evaluation		799,980		799,980											799,980
00602 - Public Service Human Resource Management		1,790,000		1,790,000		23,859		23,859							1,813,859
00602001 - Recruitment and Promotions		940,000		940,000		23,859		23,859							963,859
00602002 - Performance Management System		850,000		850,000											850,000
Grand Total	16,457,734	6,155,150	6,000,000	28,612,884		23,859		23,859							28,636,743

## **PART A: STRATEGIC OVERVIEW OF THE PUBLIC SERVICES COMMISSION**

### **1. POLICY OBJECTIVE**

The National Medium Term Development Policy Framework (NMTDPF) contains one (1) Policy Objective that is relevant to the Public Services Commission.

This is to: Build efficient and effective government machinery.

### **2. GOAL**

To promote a well-managed workforce capable and committed to delivering high quality public services for accelerated growth and achievement of the Sustainable Development Goals.

### **3. CORE FUNCTIONS**

The core functions of the PSC are:

- Advise Government on the criteria for appointments to public offices as well as persons to hold or act in Public Services
- Promote efficiency, accountability, and integrity in the Public Services
- Prescribe appropriate systems and procedures for the management of personnel records within the Public Services
- Identify, explore, and promote the recruitment of suitable personnel into the Public Services acting in collaboration with educational authorities.
- Undertake planning of manpower requirements of the Public Services using data from the educational institutions and other sources
- Improve recruitment policies and techniques by introducing modern methods of judging suitability of officers.
- Conduct examinations and interviews for appointments to posts and for promotions in the Public Service or within public corporations to ensure uniformity of standards of selection and qualifications.
- Review the organization, structure and manpower requirements of agencies and bodies in the Public Services and advise Government on such manpower rationalization as may be necessary for maximum utilization of human resources in the Public Services
- Oversee the human resources development activities of the Public Services organizations to ensure career planning and career development in the Public Services
- Conduct, in collaboration with training institutions, personnel research into human resources management in the Public Services in order to improve personnel practices and their utilization in the Public Service.

#### 4. POLICY OUTCOME INDICATORS AND TARGETS

Outcome Indicator Description	Unit of Measurement	Baseline		Latest status		Target	
		Year	Value	Year	Value	Year	Value
Use of HRM database for improved analysis and decision making in the Public Service	Number of Public Service Organizations audited	2024	0	2025	0	2027	250
	Number of public service organizations that have gone live on the HRMIS	2024	96	2025	130	2027	250
Beneficiary MDAs can use Revised Performance Management System	Percentage of response to request on the training of the Revised Performance Management System	2024	0	2025	Data collection and analysis on going	2028	90%
	Number of sensitization and training workshops on the Revised Performance Management System	2024	0	2025	Data collection and analysis on going	2028	250
MDAs can apply Revised HRM rules and regulations and use the manual as a source of reference for HRM issues	Response rate of request for training on the Revised Human Resource Management Policy Framework and Manual	2024	0	2025	Revised Manual sent to Attorney General's Department for Advice	2028	90%
	Number of sensitization training workshops on the Revised Human Resource Management Policy Framework and Manual	2024	0	2025	Revised Manual sent to Attorney General's Department for Advice	2028	250



## 5. EXPENDITURE TRENDS

In 2023, an amount of GH¢9,700,000 for Compensation of Employees, GH¢2,063,650 for Goods and Services and GH¢451,800 for Capital Expenditure were approved. The 2023 expenditures focused on the review of the PSC Act to reflect the changing dynamics in human resource management, review of the Performance Management System and the Human Resource Management Policy Framework and Manual, procurement of logistics and office equipment, procurement of motor bicycle for dispatch and painting of the office building. As at the end of December 2023, an amount of **GH¢9,449,400.00** has been expended on Compensation of Employees, **GH¢2,063,650.00** on Goods and Services and **GH¢345,180.00** on Capital Expenditure.

In 2024, the Commission was allocated an amount of **GH¢9,739,692.00** for Compensation of Employees, **GH¢2,835,208** for Goods and Services, **GH¢4,030,499.00** allocated for Capital Expenditure and a retained IGF of **GH¢25,410.00**. An allocation of **GH¢6,983,836.00** was made for Development Partners for the implementation of the Public Financial Management for Service Delivery programmes and projects (PFM4SD). As at the end of December 2024, an amount of **GH¢10,202,000.00** has been expended on Compensation of Employees, **GH¢3,835,208.00** on Goods and Services and **GH¢1,999,300.48** on Capital Expenditure

In 2025, the Commission, per the Budget Ceiling, was allocated an amount of **GH¢ 11,760,357.00** for Compensation of Employees, **GH¢3,155,150.00** for Goods and Services. **GH¢5,000,000.00** allocated for Capital Expenditure and a retained IGF of **GH¢62,810.00**. An allocation of **GH¢1,630,000.00** was made for Foreign Loans and Grants (FLG) for the implementation of the Public Financial Management for Service Delivery programmes and projects (PFM4SD). As at the end of August 2025, an amount of **GH¢10,039,240.61** has been expended on Compensation of Employees, **GH¢1,545,750.00** on Goods and Services and **GH¢3,000,000.00 released** for Capital Expenditure.

In 2026, the Commission, per the Budget Ceiling, was allocated an amount of **GH¢ 14,194,733.00** for Compensation of Employees, **GH¢6,155,150.00** for Goods and Services. **GH¢3,000,000.00** allocated for Capital Expenditure and a retained IGF of **GH¢65,950.00**.

The 2026 compensation of employees' budget will cater for the payment of salaries and allowances of commissioners and staff while the goods and services will cover expenses such as the administrative cost for the running of the Commission and the implementation of critical programmes of the Commission. The capital expenditure items include the purchase of vehicles, office equipment, computers and accessories and phase iv of the office rehabilitation.

The Foreign Loans and Grants (FLG) component of the budget under the PFM4SD will be expended on the implementation of the Human Resource Management Information System (HRMIS) and the conduct of Human Resource Audit in all MDAs/ MMDAs across the country.

**2025 Budget Expenditure Performance by Economic Classification. (January to September)**

Expenditure Item/ Funding Source	2025 Approved Budget	Releases (End- Aug 2025)	Actual Expenditure	Variance 1	Variance 2
	A	B	C	D = A-B	E = B-C
Compensation of Employees	11,760,357.00	11,330,900.00	10,039,240.61	429,457.00	1,291,659.39
<i>GoG</i>	11,760,357.00	11,330,900.00	10,039,240.61	429,457.00	1,291,659.39
<i>IGF</i>	0	0	0	0	0
Goods & Services	4,847,960.00	1,545,750.00	1,545,750.00	1,609,400.00	0
<i>GoG</i>	3,155,150.00	1,545,750.00	1,545,750.00	1,609,400.00	0
<i>IGF</i>	62,810	-	-	-	-
<i>Foreign Loans and Grants (FGL)</i>	1,630,000.00	-	-	-	-
Capital Expenditure	5,000,000.00	3,000,000.00	-	2,000,000.00	3,000,000.00
<i>GoG</i>	5,000,000.00	3,000,000.00	-	2,000,000.00	3,000,000.00
<i>IGF</i>	0	0	0	0	0
<i>Foreign Loans and Grants (FGL)</i>	0	0	0	0	0
<b>Total</b>	<b>21,608,317.00</b>	<b>15,876,650.00</b>	<b>11,584,990.61</b>	<b>4,038,857.00</b>	<b>4,291,659.39</b>

## **6. SUMMARY OF KEY ACHIEVEMENTS IN 2025**

The Commission has two main programmes, namely the Management and Administration Programme and the Public Service-Wide Human Resource Management Programme.

### **Programme 1: Management and Administration Programme**

Under the Programme, the 12th Annual Conference of Chairpersons of Governing Boards/Councils, Chief Directors and Chief Executives of the Ghana Public Services has been scheduled for 7th to 10th October 2025. All procurement processes for the purchase of 1no Executive Saloon Vehicle and 2no Passenger Lift have commenced, though the contract is yet to be signed. The repainting of the Commission's internal office building has been scheduled for commence in September 2025 and end in October 2025.

Training workshops for Human Resource Directors and Managers of Public Service Organizations have been scheduled for the 4th quarter of 2025.

The Public Services Commission (PSC) is scheduled to conduct the 2nd Annual Conference for Women in Leadership in the Public Sector for female Chief Directors, Chief Executive Officers, Deputy Chief Executive Officers, Directors, Deputy Directors, Managers and analogous grades in the 4th quarter of 2025.

As part of its annual Capacity Building programme, twelve (12) staff of the Commission have been trained in human resource related courses including- Gender Equality and Leadership, Affirmative Action, Civil Registration and Vital Statistics (CRV) Strategic Plan and Chinese Language.

### **Programme 2: Public Service-Wide Human Resource Management Programme**

The Public Service-Wide Human Resource Management Programme covers the regulatory, supervisory, consultative and advisory functions of the Commission. Key operations under the programme includes the review and continuous training of MDAs on the performance management system across the public sector to enhance performance and improve service delivery in Public Service Organizations, Recruitment and Career Development, development of Scheme of Service to guide training and career development, conduct of HR Audit for the determination of establishment ceilings to improve position management on the Human Resource Management Information system, among others.

At the end of August, the Commission received request for twenty-seven (27) Organograms and Schemes of Service from Public Service Organizations (PSOs). Out of the total requests received, eleven (11) Organograms and fourteen (14) Schemes of Service were reviewed.

Following the review, six (6) organograms and five (5) Schemes of Service were approved. Schemes of Service training workshops were organized for two (3) MDAs.

A total of ninety-two (92) participants from three (3) Public Service Organisations were trained in the Performance Management System to improve public service delivery in the public services. Training participants were given an overview of the Performance Management System for the Public Services and taken through performance planning, target setting and performance review and appraisal.

Twenty-two (22) requests on promotions were received and sixteen (16) were responded to representing 73% response rate. Also, the Commission received Sixty (60) requests from MDAs on Appointments and completed forty-seven (47) representing 78%.

The Commission issued twenty-one (21) Technical Clearances out of a total request of twenty-nine (29), to facilitate recruitment and replacement of staff in the Public Service Organisations (PSOs). The remaining (8) are at various stages of the process.

The Commission also received fifty-two (52) requests for petitions, appeals and grievances from Public Service Organisations (PSOs) and public servants. Out of the fifty-two (52), thirty-nine (39) representing (75%) were resolved. The remaining thirteen (13) are at various stages of the process.

Human Resource Management Information System (HRMIS) Re-implementation has “Gone Live” with all twelve (12) piloted PSOs, i.e., OHCS, GHS, PSC, GSS, LGS, GES, MoF, MoH, MoE, MLGRD, MWH, and CAGD.

A total of one hundred and thirty (130) Public Service Organisations (PSOs) have also “Gone Live” on the Human Resource Management Information System (HRMIS). 708,000 (approx. 95%) of staff on GoG Mechanized payroll have been onboarded on the HRMIS.

A Regional Roll-out and System Support for GHS, GES and LGS conducted in all the sixteen (16) regions and Headquarters of the MDAs. Other requests (Annual Incremental Jump, change of effective hire date, processing of arrears) from MDAs totalling two hundred and twenty-eight (228) have been approved and processed. All seven (7) modules on the HRMIS have been deployed for the four (4) CMAs (OHCS, GES, LGS and GHS).

End-user training has been organized for one thousand two hundred and thirty-five (1,235) officers on the HRMIS. Continuous support to End Users to reduce system challenges are as follows;

15,678 requests for position creation and updates have been approved and processed

467 requests for Migrations between MDAs have been approved and processed

287 requests for correction of date of birth approved and processed

Additionally, the Commission conducted system support training for 76 MDAs i.e. Conducted system support training for 76 MDAs including OHCS, OHLGS, GES, Judicial service, National Youth Authority, Accra Technical University, Ahmadiyya Muslim Health Service, National Folklore, Mental Health Authority, Korle Bu Teaching Hospital and Middle Belt Development Authority.

TRAINING OF END USERS FROM THE LOCAL GOVERNMENT SERVICE STAFF IN  
THE PSC CONFERENCE ROOM ON THE HRMIS



## **PART B: BUDGET PROGRAMME SUMMARY**

### **PROGRAMME 1: MANAGEMENT AND ADMINISTRATION**

#### **1. Budget Programme Objectives**

- To implement policies, and strategies for efficient and effective service delivery
- To coordinate resource mobilization, improve financial management and timely reporting,
- To improve human resource information gathering and management mechanism of the Commission to enhance policy formulation, analysis and timely decision making.

#### **2. Budget Programme Description**

The Management and Administration Programme provides administrative and logistical support for efficient and effective operations of the Commission. It ensures efficient management of the resources of the Commission as well as promoting cordial relationships with key stakeholders.

The Programme also provides financial and other necessary logistics to support the effective implementation of some of the core activities of the Commission.

Under the Management and Administration Programme are two Sub-programmes, which are General Administration and Finance and Research, Information, Monitoring & Evaluation sub-programme.





## 2.6 Budget by Chart of Account

### 6.0- Programme, Sub-Programme and Natural Account Summary

**Entity:** 006 - Public Services Commission

**Funding:** Total Source of Funding

**Year:** 2026 | **Currency:** Ghana Cedi (GHS)

**Version 1**

	2026	2027	2028	2029
<b>Programmes - Public Services Commission</b>	<b>28,636,743</b>	<b>28,636,743</b>	<b>28,636,743</b>	<b>28,636,743</b>
<b>00601 - Management and Administration</b>	<b>26,822,884</b>	<b>26,822,884</b>	<b>26,822,884</b>	<b>26,822,884</b>
00601001 - General Administration and Finance	26,022,904	26,022,904	26,022,904	26,022,904
21 - Compensation of Employees [GFS]	16,457,734	16,457,734	16,457,734	16,457,734
22 - Use of Goods and Services	3,565,170	3,565,170	3,565,170	3,565,170
31 - Non financial assets	6,000,000	6,000,000	6,000,000	6,000,000
00601002 - Research, Information, Monitoring and Evaluation	799,980	799,980	799,980	799,980
22 - Use of Goods and Services	799,980	799,980	799,980	799,980
<b>00602 - Public Service Human Resource Management</b>	<b>1,813,859</b>	<b>1,813,859</b>	<b>1,813,859</b>	<b>1,813,859</b>
00602001 - Recruitment and Promotions	963,859	963,859	963,859	963,859
22 - Use of Goods and Services	963,859	963,859	963,859	963,859
00602002 - Performance Management System	850,000	850,000	850,000	850,000
22 - Use of Goods and Services	850,000	850,000	850,000	850,000

# **BUDGET SUB-PROGRAMME SUMMARY**

## **PROGRAMME 1: MANAGEMENT AND ADMINISTRATION**

### **SUB-PROGRAMME 1.1: General Administration and Finance**

#### **1. Budget Sub-Programme Objective**

To provide administrative and financial support to the various divisions and ensure effective implementation of internal control procedures in the Commission.

#### **2. Budget Sub-Programme Description**

Under the Management and Administration Programme are two Sub-programmes, which are the General Administration and Finance and Research, Information, Monitoring & Evaluation sub-programmes.

The General Administration and Finance sub-programme is to ensure the following:

- Effective and efficient management of financial resources and timely annual reporting as contained in the Public Financial Management Act 2016, (Act 916).
- Implementation of internal audit control procedures and processes through the management of audit risks, detection, and prevention of misstatement of facts that could lead to fraud, waste, and abuse.
- Provision of logistical services (transport, estates, cleaning services, security, maintenance).
- Records management; procurement; and,
- Stores management.

It also covers human resource management of the Commission, which includes the following:

- training and development;
- recruitment and promotions;
- leave management;
- secondment and transfer management;
- welfare issues;
- disciplinary matters;
- development of job descriptions; and,
- Periodic staff performance assessment

The funding for the Sub-Programme is solely by GoG Budget and the total staff strength delivering the sub-programme is 47.





### 3. Budget Sub-Programme Results Statement

The table indicates the main outputs, its indicators and projections by which the Commission measures the performance of this sub-programme. The past data indicates actual performance whilst the projections are the Commission's estimate of future performance.

Main Outputs	Output Indicator	Past Years		Budget Year 2026	Projections		
		2024	2025		Indicative Year 2027	Indicative Year 2028	Indicative Year 2029
Financial Reports	Report delivered by	31 <sup>st</sup> Dec.	31 <sup>st</sup> Dec.	31 <sup>st</sup> Dec.	31 <sup>st</sup> Dec.	31 <sup>st</sup> Dec.	31 <sup>st</sup> Dec.
Training of Staff	Number of Staff Trained	8	28	70	70	70	100
Conference of Chief Executives, Governing Boards, and Chief Directors	Conference organized	1	1	1	1	1	1
	End of Conference Report Submitted	One Month After conference		One Month After conference	One Month After conference	One Month After conference	One Month After conference

### 4. Budget Sub-Programme Operations and Projects

The table lists the main Operations and Projects to be undertaken by the sub- programme

Operations	Projects
Organize Annual Conference for Chief Executives, Governing Boards, and Chief Directors	Rehabilitation works of the Commission's Office building
Implement capacity development plan (Train 70 Staff of the Commission in HRM and other related courses)	Procurement of 7 No Executive Saloon Vehicles
Internal management of the organization	Procurement of Office Equipment
Local and international affiliations	Procurement of Air Conditioners
Procurement of Office supplies and consumables	Maintenance of Lift
Personnel and Staff management	
Recruitment, Replacement and Promotions	
Scheme of Service	
Meetings of the Commission	
Manpower Skills Development	





## 2.6 Budget by Chart of Account

### 6.0- Programme, Sub-Programme and Natural Account Summary

**Entity:** 006 - Public Services Commission

**Funding:** Total Source of Funding

**Year:** 2026 | **Currency:** Ghana Cedi (GHS)

**Version 1**

	2026	2027	2028	2029
<b>00601 - Management and Administration</b>	<b>26,822,884</b>	<b>26,822,884</b>	<b>26,822,884</b>	<b>26,822,884</b>
00601001 - General Administration and Finance	26,022,904	26,022,904	26,022,904	26,022,904
21 - Compensation of Employees [GFS]	16,457,734	16,457,734	16,457,734	16,457,734
22 - Use of Goods and Services	3,565,170	3,565,170	3,565,170	3,565,170
31 - Non financial assets	6,000,000	6,000,000	6,000,000	6,000,000
<b>00601002 - Research, Information, Monitoring and Evaluation</b>	<b>799,980</b>	<b>799,980</b>	<b>799,980</b>	<b>799,980</b>
22 - Use of Goods and Services	799,980	799,980	799,980	799,980

## **BUDGET SUB-PROGRAMME SUMMARY**

### **PROGRAMME 1: MANAGEMENT AND ADMINISTRATION**

#### **SUB-PROGRAMME 1.2: Research, Information, Monitoring & Evaluation**

##### **1. Budget Sub-Programme Objectives**

- To ensure effective and efficient performance of the Commission through research, monitoring and evaluation of public service wide activities.
- To conduct research, monitoring and evaluation (M&E) of the implementation of HR policies, programmes and guidelines and to disseminate the results/findings appropriately.
- To manage HR Management Information Systems of the public services.
- To facilitate the preparation and production of the State of the Service Report.

##### **2. Budget Sub-Programme Description**

This sub-programme seeks to produce and maintain reliable and credible data on human resource for effective and efficient decision making in the public service. It also undertakes monitoring and evaluation of the implementation of human resource management policies in the public services.

The major services of the Sub-Programme include:

- Collection, processing, analysis, storage, maintenance and use of HR data for the Public Service to support decision-making by the Commission/Government
- Researching, Monitoring and Evaluating the performance of the implementation of HR policies in the Public Service and to recommend policy review

Total staff strength delivering this sub-programme is twenty-nine (29).



### 3. Budget Sub-Programme Results Statement

The table indicates the main outputs, its indicators and projections by which the Commission measures the performance of this sub-programme. The past data indicates actual performance whilst the projections are the Commission's estimate of future performance.

Main Outputs	Output Indicator	Past Years		Budget Year 2026	Projections		Indicative Year 2029
		2024	2025		Indicative Year 2027	Indicative Year 2028	
Research results produced on HR management related issues	Number of research Conducted	0	0	1	1	1	1
M&E reports on the implementation of HR policies	Number of Reports produced	0	0	1	1	2	2
Development of Public Service HR database	Number of public service organizations that have gone <i>live</i> on the HRMIS	96	130	250	250	-	-

### 4. Budget Sub-Programme Operations and Projects

The table lists the main Operations and Projects to be undertaken by the sub- programme.

Operations	Projects
Internal management of the organization	No Projects
Internal Audit Operations	
External Audit Operations	
Planning and Policy Formulation	
Procurement Plan Preparation	
Tendering Activities	
Budget Performance Reporting &M&E Activities	
Treasury and Accounting Activities	
The passage of a new PSC Bill & C I	
Human Resource Management Information systemretooled and rolled out to MDAs and MMDAs	
Functional and Technical training provided for 500Human Resource staff of MDAs/MMDAs	
Provide advice to the MDAs and the MMDAs onHuman Resource Management issues	
Conduct a Comprehensive Human Resource Auditacross all MDAs/MMDAS	





## 2.8. Budget by Chart of Account

### 8 - Sub-Programme and Natural Account

**Entity:** 006 - Public Services Commission

**Funding:** Total Source of Funding

**Year:** 2026 | **Currency:** Ghana Cedi (GHS)

**Version 1**

	2026	2027	2028	2029
00601001 - General Administration and Finance	26,022,904	26,022,904	26,022,904	26,022,904
21 - Compensation of Employees [GFS]	16,457,734	16,457,734	16,457,734	16,457,734
22 - Use of Goods and Services	3,565,170	3,565,170	3,565,170	3,565,170
31 - Non financial assets	6,000,000	6,000,000	6,000,000	6,000,000

# **BUDGET PROGRAMME SUMMARY**

## **PROGRAMME 2: PUBLIC SERVICES HUMAN RESOURCE MANAGEMENT**

### **1. Budget Programme Objectives**

- To provide human resource management policies, frameworks and standards for effective management of human resources in public service organizations.
- To improve accessibility and use of existing HR database for policy formulation, analysis and decision making in relation to Human Resource management in the public service.
- To achieve institutional performance goals that are linked to the individual and team performance objectives, as the basis for measuring performance results and merit

### **2. Budget Programme Description**

The programme covers the regulatory, supervisory, consultative and advisory functions of the Commission. The programme focuses on the formulation and development of human resource management policy framework, standards, systems and procedures for the effective and efficient management of human resources in public service organizations.

The components of the programme are:

- organizational development (human resource planning, human resource auditing, scheme of service development, conditions of service, job description etc.)
- research, monitoring and evaluation;
- appointments and promotions;
- petitions, appeals and grievances;
- examinations;
- training and development;
- performance management; and,
- Human Resource Management Information System.

These are intended to improve on productivity in the Public Service as well as enhance informed decision making in the management of human resource. The main beneficiaries of the programme are Public Service Institutions and Public Servants.

The funding for this programme comes from the GoG budget and Development Partners.





## 2.8. Budget by Chart of Account

### 8 - Sub-Programme and Natural Account

**Entity:** 006 - Public Services Commission

**Funding:** Total Source of Funding

**Year:** 2026 | **Currency:** Ghana Cedi (GHS)

**Version 1**

	2026	2027	2028	2029
00601002 - Research, Information, Monitoring and Eval	799,980	799,980	799,980	799,980
22 - Use of Goods and Services	799,980	799,980	799,980	799,980

## **BUDGET SUB-PROGRAMME SUMMARY**

### **PROGRAMME 2: PUBLIC SERVICES HUMAN RESOURCE MANAGEMENT**

#### **SUB-PROGRAMME 2.1: Recruitment and Career Development**

##### **1. Budget Sub-Programme Objectives**

- To ensure that qualified, competent, and skillful staff are engaged in the various PublicService Organizations
- To ensure that staff with relevant work experience and qualifications are given higher responsibilities to contribute towards the achievement of the objectives of the organization.

##### **2. Budget Sub-Programme Description**

The Recruitment and Career Development sub-programme focuses on the development of standards and procedures to ensure adequate staffing of the public services, at all levels, through open recruitment, promotion, transfer, secondment and posting. This is to ensure the availability of qualified personnel for an effective and efficient public service delivery, through a transparent and merit-based approach. It also ensures the protection of the public servant against unfair labour practices.

The Government of Ghana recognizes the need to adequately staff the Public Services, at all levels through open recruitment, promotion, transfer and posting to ensure the availability of qualified personnel for an effective public service. This process must be open, transparent, and based on the principles of merit.

The Human Resource Policy Division of the Commission is responsible for the coordination of the implementation of this sub-programme.

To strengthen the people management process, the PSC has developed a new Performance Appraisal Instrument to evaluate public servants on their performance at their various places of work.

In line with the principles of fairness and merit, an Officer is promoted based on the underlisted conditions:

- Availability of vacancy for the post
- Satisfactory Performance, good character, and Conduct
- Minimum number of years spent on a particular grade

Key operations include:

- Verification of performance appraisal forms and appointment letters submitted by various public service organizations
- Conduct of interviews out of which a report is produced and submitted to the Commission
- Conduct and management of recruitment and promotion examinations in the public service
- Facilitation of promotion letters to both successful and non-successful applicants in the public service
- A total staff - strength of 11 carry out the implementation of the sub-programme.





### 3. Budget Sub-Programme Results Statement

The table indicates the main outputs, its indicators and projections by which the Commission measures the performance of this sub-programme. The past data indicates actual performance whilst the projections are the Commission's estimate of future performance.

Main Outputs	Output Indicator	Past Years		Projections			
		2024	2025	Budget Year 2026	Indicative Year 2027	Indicative Year 2028	Indicative Year 2029
Public Service Promotion Examinations	Number of promotion exams conducted	1	1	1	1	1	1
Recruitment and promotion interviews (External Interviews)	Percentage of representation on external interviews responded to	100%	100%	100%	100%	100%	100%
Category "A" and "B" appointments in the public service	Percentage of Category "A" and "B" promotions and Appointments responded to	85%	78%	85%	90%	90%	95%

### 4. Budget Sub-Programme Operations and Projects

The main Operations and Projects to be undertaken by the sub- programme.

Operations	Projects
Publications, Campaigns and Programmes	No Project
Personnel and Staff Management	
Sensitize Heads of Public Service organization and Human Resource Managers	
Annual Conference of Human Resource Management Practitioners in the Public Service.	
Monitor and evaluate the use of the HR manual in the MDAs and MMDA	
Conduct one promotional Exam for the Public Services annually.	
Process Petitions and Complaints from public servants, MDAs and MMDAs	
Training on the revised Human Resource Policy Framework and Manual	





## 2.6 Budget by Chart of Account

### 6.0- Programme, Sub-Programme and Natural Account Summary

**Entity:** 006 - Public Services Commission

**Funding:** Total Source of Funding

**Year:** 2026 | **Currency:** Ghana Cedi (GHS)

**Version 1**

	2026	2027	2028	2029
<b>00602 - Public Service Human Resource Management</b>	<b>1,813,859</b>	<b>1,813,859</b>	<b>1,813,859</b>	<b>1,813,859</b>
00602001 - Recruitment and Promotions	963,859	963,859	963,859	963,859
22 - Use of Goods and Services	963,859	963,859	963,859	963,859
<b>00602002 - Performance Management System</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>
22 - Use of Goods and Services	850,000	850,000	850,000	850,000

## **BUDGET SUB-PROGRAMME SUMMARY**

### **PROGRAMME 2: PUBLIC SERVICES HUMAN RESOURCE MANAGEMENT**

#### **SUB-PROGRAMME 2.2: Performance Management and Organizational Development**

##### **1. Budget Sub-Programme Objectives**

- To provide human resources and organizational management policies, frameworks, and standards for effective management of human resources in public service organizations
- To improve accessibility and use of existing Human Resource and Organizational database for policy formulation, analysis and decision making in relation to Human Resource Management and Organizational Development in the public service
- To achieve institutional performance goals that are linked to the individual and team performance objectives, as the basis for measuring performance results and merit
- To strengthen and improve the employee and organizational performance capabilities towards higher productivity.
- To strengthen and improve service delivery mechanisms in the public services.

##### **2. Budget Sub-Programme Description**

This sub-programme focuses on the design and development of human resource management and organizational development systems, frameworks and standards for effective human resource and organizational management of public service organizations.

The components of the programme are human resource auditing, performance management, organizational development and management and service delivery improvement in the Public Service.

The sub-programme is involved in the:

- Preparation of policies on performance management systems as part of a coordinated approach to public sector reforms
- Establishment of a performance management system in the Public Service
- Monitoring and assessment of Public Service organizations to ensure they deliver the right services according to their mission and objectives at the right amount, at the right cost, at the right time and to the right people.

The activities are intended to improve productivity in the Public Service as well as enhance informed decision making in the management of human resources. The main beneficiaries of the sub-programme are Public Service Organizations and Public Servants.

There are two levels of assessment within the Performance Management System:

- At the Institutional Level, every institution in the Public Service undertakes a bi-annual institutional level assessment.
- At the Individual Level, the levels of assessments involve every Head of the Public Services, i.e. Chief Executive Officers, Chief Directors, Directors/ Head of Departments and other staff of the Public Services.



The tools used for the assessment includes Competency frameworks, Key performance indicators, Metrics (scaling, ratings), Annual appraisal/ assessment system, Probationary reviews (new recruits) and Observation on the job.

The sub-programme collaborates with Ministry of Finance, the National Development Planning Commission (NDPC), Office of the Head of Civil Service, Fair Wages and Salary Commission, Management and Boards of Public Service Institutions to deliver the programme and to provide indices of productivity for the implementation of rewards and sanctions regimes in the public service.

The funding for this programme comes from the GoG budget and Development Partners.

The key challenge is the lack of capacity and top-level management commitment to implement the system. Total staff strength of 13 will carry out the implementation of this sub-programme.



### 3. Budget Sub-Programme Results Statement

The table indicates the main outputs, its indicators, and projections by which the Commission measures the performance of this sub-programme. The past data indicates actual performance whilst the projections are the Commission's estimate of future performance

Main Outputs	Output Indicator			Budget Year 2026	Indicative Year 2027	Indicative Year 2028	Indicative Year 2029
		2024	2025				
New Performance Appraisal Instrument implemented by Public Service Organizations	Percentage of PMS Workshop requests facilitated	Review of the Performance Management System ongoing	Review of the Performance Management System ongoing	Review of the Performance Management System ongoing	15%	50%	75%
Implementation of Revised Human Resource Management Policy Framework and Manual	Percentage of requests for sensitization and training on the Revised HRM Policy Framework and Manual responded to	Review of the HRM Policy Framework & Manual	Review completed	15%	50%	75%	90%
Review and approval of Schemes and Conditions of Service for Public Service organizations Facilitated	Percentage of requests for review and approval of Schemes and Conditions of Service facilitated	80%	97%	85%	90%	90%	90%



#### 4. Budget Sub-Programme Operations and Projects

The table lists the main Operations and Projects to be undertaken by the sub- programme.

Operations		Projects
Personnel and Staff Development		No Projects
Manpower Skills Development and HumanResource Audit		
Preparation, development and review of Organograms, Scheme of Service and Job Description Guidelines for PSOs		
Conduct Sensitization /Training programme for MMDA/MDA on the Performance Management		
Review of the Performance Management System		
Facilitate training programmes in performancemanagement and Leadership Development		
Review of Training Policy, Condition of Service, etc and Conduct Job Evaluation for PSC staff		
Conduct human resource audit in public serviceorganizations		
Training and Sensitization of Boards/Councils/CEO on performancemanagement		





## 2.8. Budget by Chart of Account

### 8 - Sub-Programme and Natural Account

**Entity:** 006 - Public Services Commission

**Funding:** Total Source of Funding

**Year:** 2026 | **Currency:** Ghana Cedi (GHS)

**Version 1**

	2026	2027	2028	2029
00602002 - Performance Management System	850,000	850,000	850,000	850,000
22 - Use of Goods and Services	850,000	850,000	850,000	850,000



## 1.6. Appropriation Bill

Summary of Expenditure by Cost Center, Economic Item and Funding

Entity: 006 - Public Services Commission  
Year: FY26 | Currency: Ghana Cedi (GHS)  
Version 1

	GoG				IGF				Funds / Others			Donors			Grand Total
	Compensation of employees	Goods and Services	Capex	Total	Compensation of employees	Goods and Services	Capex	Total	Statutory	ABFA	Others	Goods and Services	Capex	Total	
006 - Public Services Commission	16,457,734	6,155,150	6,000,000	28,612,884		23,859		23,859							28,636,743
00601 - Office of the Executive Secretary	16,457,734	6,155,150	6,000,000	28,612,884		23,859		23,859							28,636,743
0060101 - Human Resource Policy		940,000		940,000		23,859		23,859							963,859
0060101001 - Human Resource Policy Office		940,000		940,000		23,859		23,859							963,859
0060102 - Management services		850,000		850,000											850,000
0060102001 - Management services Office		850,000		850,000											850,000
0060103 - Finance and Admin		3,565,170	6,000,000	9,565,170											9,565,170
0060103001 - Admin Office		3,565,170	6,000,000	9,565,170											9,565,170
0060105 - Research Statistics and Monitoring & Evaluation		799,980		799,980											799,980
0060105001 - Research Statistics and Monitoring & Evaluation Office		799,980		799,980											799,980
0060106 - Executive Secretary secretariat	16,457,734			16,457,734											16,457,734
0060106001 - Executive Secretary Office	16,457,734			16,457,734											16,457,734







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